A High Performance Team

Characteristics

- A shared mission
- Autonomy and authority
- Interdependence and shared leadership
- Broadly defined jobs
- Meaningful participation in decisions
- Higher performance

A High Performance Team

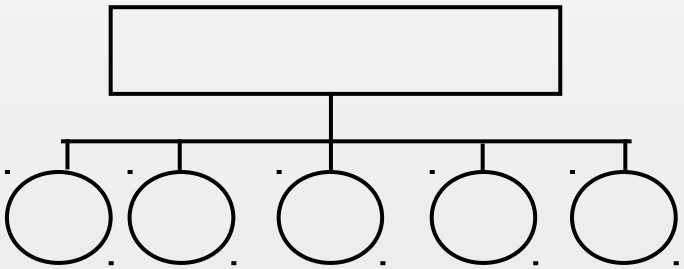
Definition:

A self-managing, multifunctional group of people organized around a whole process and empowered with full authority for their success.

From Workgroups to Teams

Traditional Work Groups

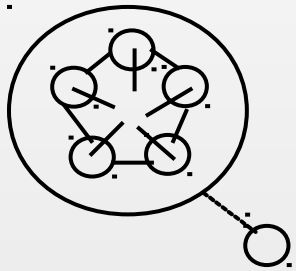
Coordinate from above with constant supervision



- Organized around functions
- Employees do specialized tasks
- Supervisory management
- Rule-governed
- Decisions referred up organization
- People viewed as tools of management

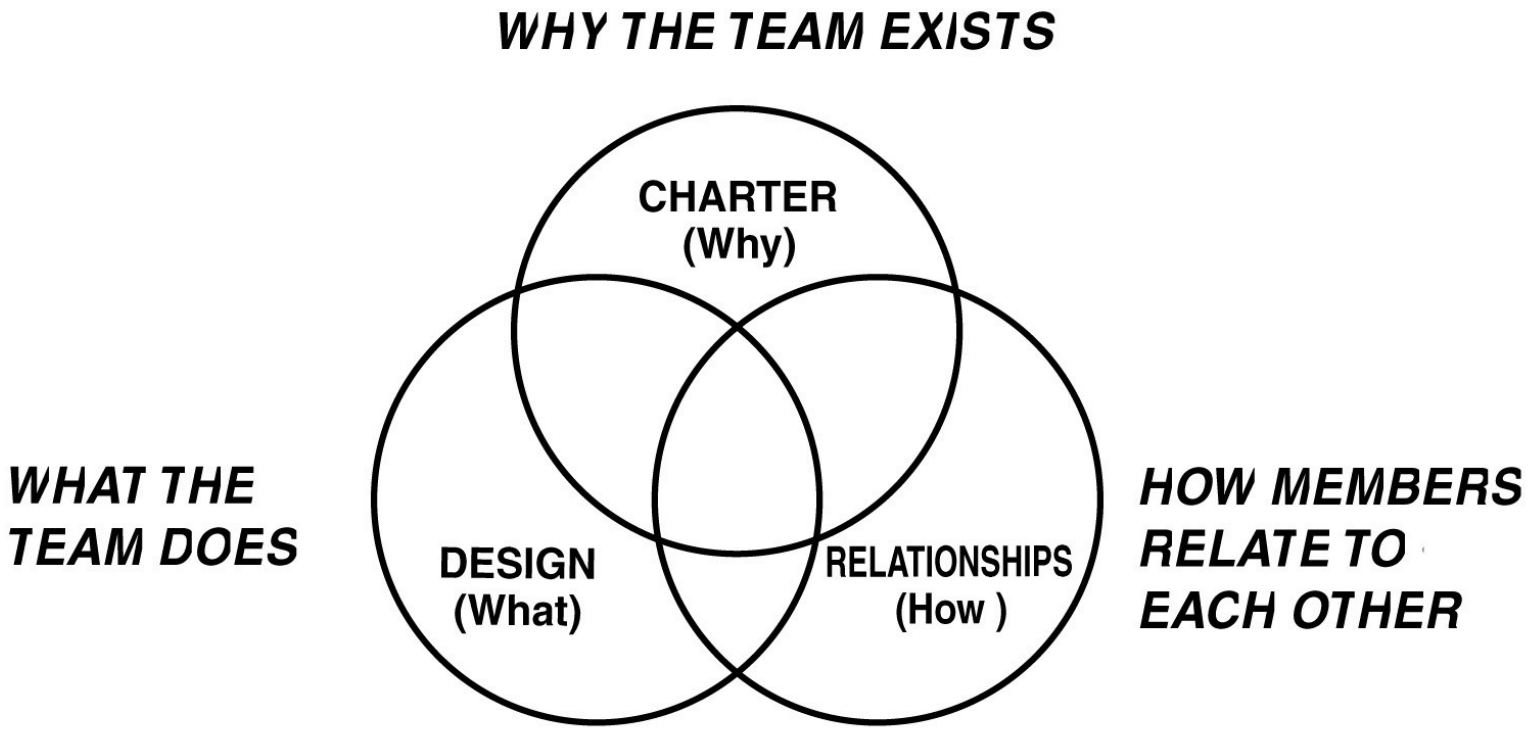
High Performance Teams

Enable group to become self-governing with facilitative guidance



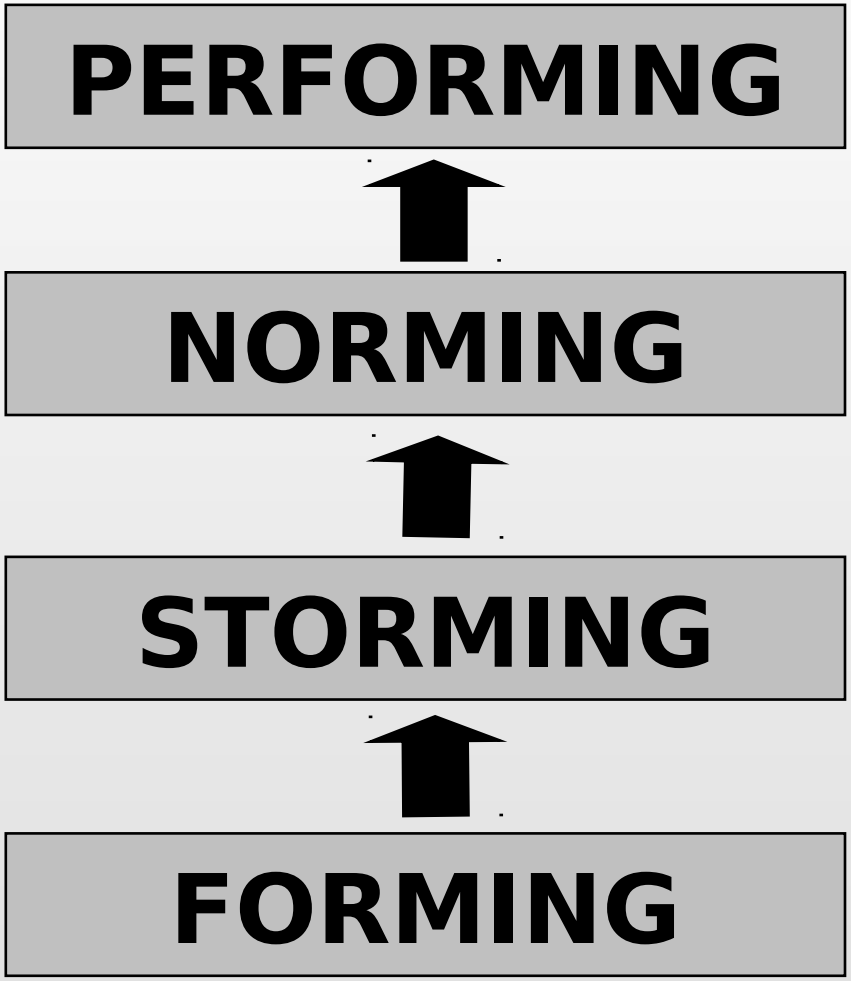
- Organized around core processes
- Employees possess multiple skills
- Shared leadership
- Principle-governed
- Decisions made at point of action
- People viewed as partners

The Team Model



Four Types of Teams

Four Stages of Team Development



Forming

Themes:

- Getting acquainted
- Cliques form
- Group identity low
- Stereotyping takes place
- Some excitement and pride about being a member
- Suspicion and fear about the job ahead
- Attempts to define the task and how it will be accomplished
- Abstract discussions of concepts and issues; for some impatience with these discussions
- Discussion of problems or complaints about organization
- Sizing up people and the roles they play

Storming

Themes:

- Internal competition for influence
- Conflict, voting, and compromise
- Win/lose interactions
- Hidden agendas
- Resistance to the task
- Fluctuations in attitude about their likelihood of success
- Questioning the wisdom of the team or their project
- Unrealistic goals
- Perception of lack of progress

Norming

Themes:

- Active listening
- Group identity high (Group Think)
- Shared leadership
- Open-mindedness
- Constructive expressions of conflict
- Relief that things are working out
- Acceptance of membership on the team
- More friendliness and sharing of personal problems
- Discussion of the team’s dynamics
- Maintaining ground rules

Performing

Themes:

- High performance levels
- High creativity
- High spirits/morale
- Constructive handling of conflict
- Decision making by consensus
- Understanding and ability to use multiple problem solving methods
- Insight into group and individual dynamics
- Self responsibility
- Cohesion and synergy